

**COMMENTS IN THIS REPORT ARE THOUGHTS AND IDEAS AS WRITTEN
BY STAKEHOLDER SESSION PARTICIPANTS.**



Economic Success Plan Stakeholder Session

October 29, 2014 – Frying Pan Farm Park

OPENING PRESENTATION

Full presentation can be found at <http://www.fairfaxcounty.gov/success>

Slide 1



Fairfax County

Strategic Plan to Facilitate the Economic Success of Fairfax County

Robert A. Stalzer
Deputy County Executive
Rob.Stalzer@fairfaxcounty.gov

October 2014

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PEOPLE

VOTE

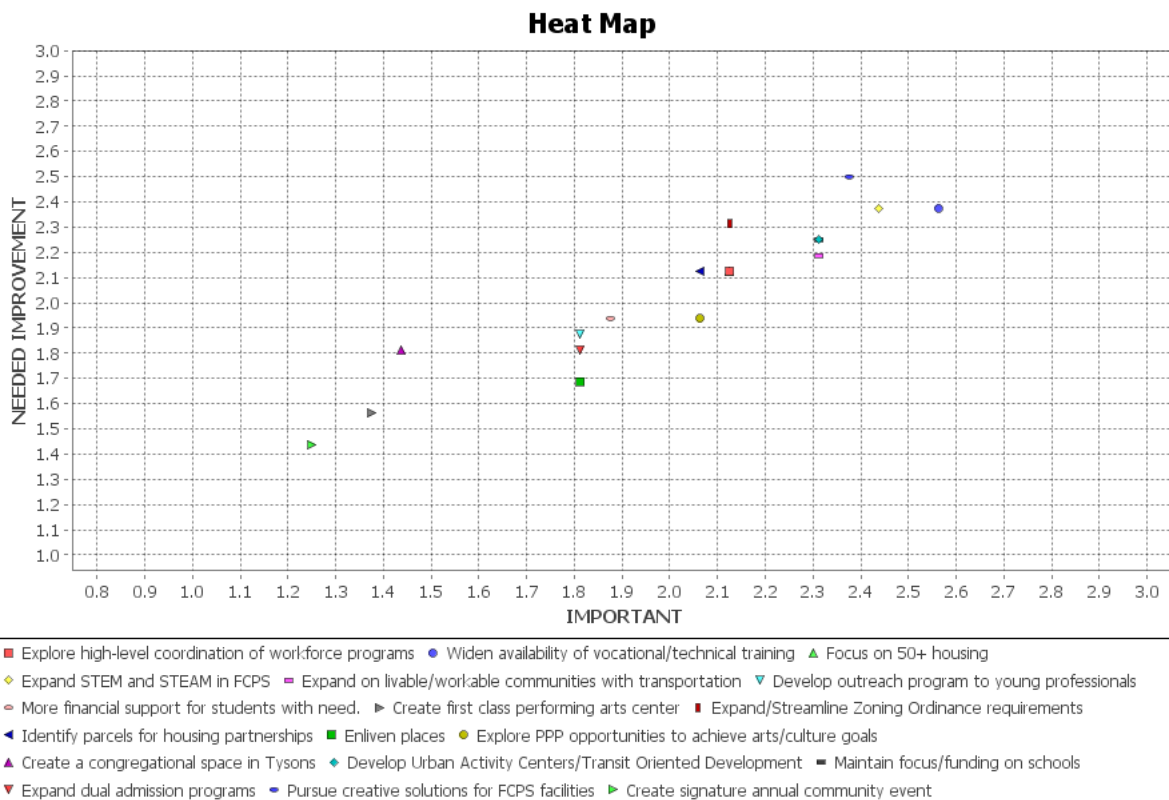
Vote Number: 16 Abstained Votes: 0

	IMPORTANT	Avg.Score	+/-	Std Dev	Low	Medium	High
1	Explore high-level coordination of workforce programs	2.12	23.0%	.70	3	8	5
2	Widen availability of vocational/technical training	2.56	17.0%	.50	0	7	9
3	Focus on 50+ housing	2.12	20.0%	.60	2	10	4
4	Expand STEM and STEAM in FCPS	2.44	20.0%	.61	1	7	8
5	Expand on livable/workable communities with transportation	2.31	26.0%	.77	3	5	8
6	Develop outreach program to young professionals	1.81	21.0%	.63	5	9	2
7	More financial support for students with need.	1.88	20.0%	.60	4	10	2
8	Create first class performing arts center	1.38	20.0%	.60	11	4	1
9	Expand/Streamline Zoning Ordinance requirements	2.12	31.0%	.93	6	2	8
10	Identify parcels for housing partnerships	2.06	22.0%	.66	3	9	4
11	Enliven places	1.81	21.0%	.63	5	9	2
12	Explore PPP opportunities to achieve arts/culture goals	2.06	22.0%	.66	3	9	4
13	Create a congregational space in Tysons	1.44	20.0%	.61	10	5	1
14	Develop Urban Activity Centers/Transit Oriented Development	2.31	26.0%	.77	3	5	8
15	Maintain focus/funding on schools	2.31	19.0%	.58	1	9	6
16	Expand dual admission programs	1.81	24.0%	.73	6	7	3
17	Pursue creative solutions for FCPS facilities	2.38	20.0%	.60	1	8	7
18	Create signature annual community event	1.25	22.0%	.43	12	4	0

	NEEDED IMPROVEMENT	Avg.Score	+/-	Std Dev	Low	Medium	High
1	Explore high-level coordination of workforce programs	2.12	20.0%	.60	2	10	4
2	Widen availability of vocational/technical training	2.38	20.0%	.60	1	8	7
3	Focus on 50+ housing	2.12	23.0%	.70	3	8	5
4	Expand STEM and STEAM in FCPS	2.38	23.0%	.70	2	6	8
5	Expand on livable/workable communities with transportation	2.19	24.0%	.73	3	7	6
6	Develop outreach program to young professionals	1.88	16.0%	.48	3	12	1

7	More financial support for students with need.	1.94	22.0%	.66	4	9	3
8	Create first class performing arts center	1.56	20.0%	.61	8	7	1
9	Expand/Streamline Zoning Ordinance requirements	2.31	26.0%	.77	3	5	8
10	Identify parcels for housing partnerships	2.12	20.0%	.60	2	10	4
11	Enliven places	1.69	19.0%	.58	6	9	1
12	Explore PPP opportunities to achieve arts/culture goals	1.94	25.0%	.75	5	7	4
13	Create a congregational space in Tysons	1.81	24.0%	.73	6	7	3
14	Develop Urban Activity Centers/Transit Oriented Development	2.25	25.0%	.75	3	6	7
15	Maintain focus/funding on schools	2.25	22.0%	.66	2	8	6
16	Expand dual admission programs	1.81	21.0%	.63	5	9	2
17	Pursue creative solutions for FCPS facilities	2.50	20.0%	.61	1	6	9
18	Create signature annual community event	1.44	20.0%	.61	10	5	1

Heat Map		IMPORTANT	NEEDED IMPROVEMENT	Product
1	Explore high-level coordination of workforce programs	2.12	2.12	4.52
2	Widen availability of vocational/technical training	2.56	2.38	6.09
3	Focus on 50+ housing	2.12	2.12	4.52
4	Expand STEM and STEAM in FCPS	2.44	2.38	5.79
5	Expand on livable/workable communities with transportation	2.31	2.19	5.06
6	Develop outreach program to young professionals	1.81	1.88	3.40
7	More financial support for students with need.	1.88	1.94	3.63
8	Create first class performing arts center	1.38	1.56	2.15
9	Expand/Streamline Zoning Ordinance requirements	2.12	2.31	4.91
10	Identify parcels for housing partnerships	2.06	2.12	4.38
11	Enliven places	1.81	1.69	3.06
12	Explore PPP opportunities to achieve arts/culture goals	2.06	1.94	4.00
13	Create a congregational space in Tysons	1.44	1.81	2.61
14	Develop Urban Activity Centers/Transit Oriented Development	2.31	2.25	5.20
15	Maintain focus/funding on schools	2.31	2.25	5.20
16	Expand dual admission programs	1.81	1.81	3.29
17	Pursue creative solutions for FCPS facilities	2.38	2.50	5.94
18	Create signature annual community event	1.25	1.44	1.80



PEOPLE COMMENTS

1. Explore high-level coordination of workforce programs

1. Include the programs that nonprofits offer. Nonprofit NoVA is working on inventory of these programs.
2. Explore internships with companies for high school students for credit or scholarship
3. We have too many
4. Must work better with George Mason U.

2. Widen availability of vocational/technical training

1. P3 with maker space programs such as TechShop - to include 3D printing and prototype development.
2. FCPS also has programs for health careers, nursing, construction trades
3. there's no info on vocational opportunities and training for plumbers
4. Both FCPS and NVCC have programs that prepare people for trades and construction. Expand these to be available to more students,
5. Consider additional emphasis on credentialing for trade work.
6. There are several high schools with vocational focused academies.
7. Explore K-12 partnership with Claude Moore

3. Expand STEM and STEAM in FCPS

1. The county needs highly educated (in STEM) to attract & retain employers to move into county
2. It is critical to continue to attract professionals with families as well as to develop a future sophisticated world class work force.
3. I think high level workforce program coordination is going to be important because students coming out of schools and universities should be employable. Involving businesses in shaping the curriculum would be very helpful. If we can combine an apprenticeship type program, even better.
4. educational excellence does not seem to be valued by the Board of Ed.
5. The need for the Education system to focus on this cannot be overstressed.

4. More financial support for students with need.

1. FCPS facilitates a group of college access programs, that includes GMU, NVCC, and other community led programs. Evaluate which Are effective and where the gaps are before expanding.
2. Poverty w/in FCPS has grown from 20% to over 25% this past year. Essential ALL students, regardless of financial abilities, are allowed to pursue a high level quality education.

5. Expand/Streamline Zoning Ordinance requirements

1. Expand is not consistent with streamlining

2. The 1978 zoning ordinance needs a comprehensive update to reflect current and future commercial and residential realities.
3. County has made zoning categories excessively complex so that only INSIDERS can work with County. Staff to obtain greatest benefits
4. Time and complexity are daunting; smaller projects could require streamlined processes in order to unclog the planning pipeline.
5. for developers?
6. Affordable housing near the lower echelon paying jobs is helpful for transportation and quality of life including work life balance.
7. We badly need affordable housing, with equity ownership potential, for young professionals, to include S scale FX County employees.

6. Identify parcels for housing partnerships

1. Perhaps put out an RFI to identify developers experienced in creating affordable housing. Then advertise opportunities to them, such as Lake Anne Fellowship House.

2. useless

3. Given the rising housing cost in the County, need for affordable housing is going to need a lot of focus.

7. Expand on livable/workable communities with transportation

1. Transportation issues touch every sector. The cost in time, money, and pollution of sitting in traffic is huge and affects quality of life on many levels.
2. With such an issue in transportation and congestion, it would be beneficial for planning to eliminate the need for driving as much or as far. This would increase quality of life from a time on road, environmental aspect.
3. I have been a FCPD representative for three years on a GMU Employer Advisory Board. We need high level Fairfax County representation on this Board from DHR.
4. Let experiments in Tysons and Reston work for five years before implementing elsewhere in County
5. You must concentrate on removing traffic bottlenecks throughout Fairfax county. Intense traffic nightmares will drive away business. You will need to meet will officials of the northern VA. Transportation Authority and the sec, of transportation of VA.
6. More subsidies?

8. Focus on 50+ housing

1. Considerable focus on housing, health care, and transportation needs of baby boomers is approaching critical levels.
2. Around Village Centers in Reston. Density bonus for anyone who can do it right.
3. By working to achieve 19 urban centers and 7 livable work communities it would benefit 50 plus. As well as young / new to area. This needs a fresh look at residential occupancies and multifamily.
4. The population is aging in greater numbers while savings are diminishing and cost of living is increasing. Seniors need more options
5. Need to cater to variety of income and social backgrounds
6. Partnership with churches and other religious organizations
7. Why.

9. Create signature annual community event

1. We have
2. lots now

10. Create first class performing arts center

1. This should be a completely private venture. The middle class in Ffx Co cannot afford the luxury of this potential negative revenue asset
2. We already have many performance venues and opportunities. The Birchmere, Kennedy Center, Wolf Trap and the new arts center being planned in Herndon, multiple community centers. Adding more would undermine market share for more.
3. Need to start steam and stem programs in elem. school. Middle school, especially with math and science is too late. We have incorporated approx. 5 steam courses for kids k thru 6 at our school after school. They are extremely popular and the most requested by parents and kids. They are being run via PTA and parents must pay extra. If we want to succeed we need to expose the children earlier and establish their love for learning
4. Financial failure for existing center in Lorton - no need to continue throwing money into it or other such art programs when torpedo factory in old town available.

11. Enliven places

1. Not Role of government
2. Leave to creative arts. Groups

12. Explore PPP opportunities to achieve arts/culture goals

1. Better to put venues in communities based on their needs or desires than one big facility.
2. Need coordination through DPZ and OCR with arts priorities. The Master Arts Plan needs the final component - feasibility study to determine where the success opportunities are and how to assure success of existing arts

facilities and organizations.

3. More private than public. This is a luxury ffx co cannot afford now

4. Don't waste local tax dollars, PPP is the way to go.

13. Create a congregational space in Tysons

1. Too vague

14. Develop Urban Activity Centers/Transit Oriented Development

1. This is absolutely the key. The community needs a vibrant real downtown in Tysons.

2. transportation needs to be multi-modality bike walk and car

15. Develop outreach program to young professionals

1. Affordable housing and attractions to pull young talent...

2. Leadership Fairfax has an emerging leaders program that sounds like this, and several Chambers of Commerce have young professionals groups. Engage them to get their ideas and involvement, what would keep them here.

16. Maintain focus/funding on schools

1. Build them. RMP2 does nothing to assure expansion to cover doubling of population in Reston

2. Maintain funding with growth.

17. Expand dual admission programs

18. Pursue creative solutions for FCPS facilities

1. Look to business offices to become schools if office vacancies are up. Explore doing away with center schools and make all schools level4

PLACES

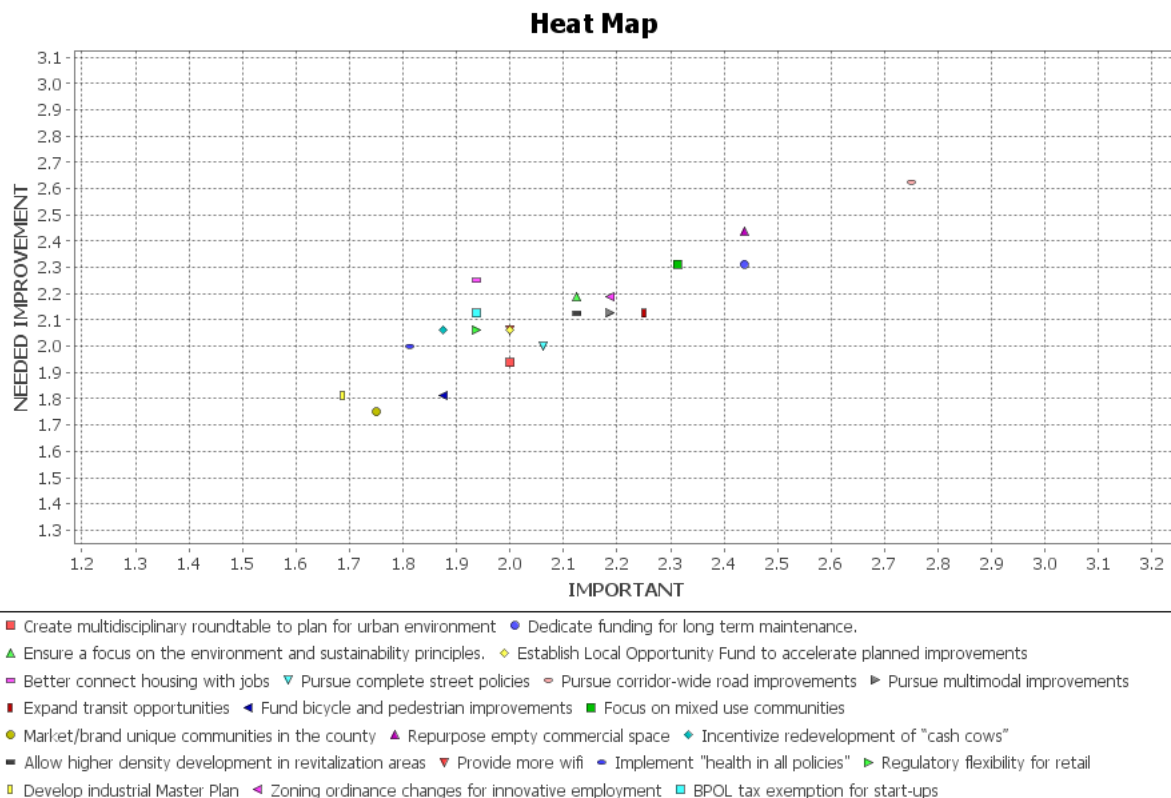
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2	Dedicate funding for long term maintenance.	2.44	20.0%	.61	1	7	8
3	Ensure a focus on the environment and sustainability principles.	2.12	20.0%	.60	2	10	4
4	Establish Local Opportunity Fund to accelerate planned improvements	2.00	24.0%	.71	4	8	4
5	Better connect housing with jobs	1.94	19.0%	.56	3	11	2
6	Pursue complete street policies	2.06	22.0%	.66	3	9	4
7	Pursue corridor-wide road improvements	2.75	14.000000000000002%	.43	0	4	12
8	Pursue multimodal improvements	2.19	21.0%	.63	2	9	5
9	Expand transit opportunities	2.25	25.0%	.75	3	6	7
10	Fund bicycle and pedestrian improvements	1.88	23.0%	.70	5	8	3
11	Focus on mixed use communities	2.31	23.0%	.68	2	7	7
12	Market/brand unique communities in the county	1.75	22.0%	.66	6	8	2
13	Repurpose empty commercial space	2.44	20.0%	.61	1	7	8
14	Incentivize redevelopment of "cash cows"	1.88	23.0%	.70	5	8	3
15	Allow higher density development in revitalization areas	2.12	26.0%	.78	4	6	6
16	Provide more Wi-Fi	2.00	24.0%	.71	4	8	4
17	Implement "health in all policies"	1.81	21.0%	.63	5	9	2
18	Regulatory flexibility for retail	1.94	22.0%	.66	4	9	3
19	Develop industrial Master Plan	1.69	19.0%	.58	6	9	1
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6	Pursue complete street policies	2.00	24.0%	.71	4	8	4
7	Pursue corridor-wide road improvements	2.62	16.0%	.48	0	6	10
8	Pursue multimodal improvements	2.12	23.0%	.70	3	8	5
9	Expand transit opportunities	2.12	23.0%	.70	3	8	5
10	Fund bicycle and pedestrian improvements	1.81	24.0%	.73	6	7	3
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21	BPOL tax exemption for start-ups	2.12	28.999999999999996%	.86	5	4	7

	Heat Map	IMPORTANT	NEEDED IMPROVEMENT	Product
1	Create multidisciplinary roundtable to plan for urban environment	2.00	1.94	3.88
2	Dedicate funding for long term maintenance.	2.44	2.31	5.64
3	Ensure a focus on the environment and sustainability principles.	2.12	2.19	4.65
4	Establish Local Opportunity Fund to accelerate planned improvements	2.00	2.06	4.12
5	Better connect housing with jobs	1.94	2.25	4.36
6	Pursue complete street policies	2.06	2.00	4.12
7	Pursue corridor-wide road improvements	2.75	2.62	7.22
8	Pursue multimodal improvements	2.19	2.12	4.65
9	Expand transit opportunities	2.25	2.12	4.78
10	Fund bicycle and pedestrian improvements	1.88	1.81	3.40
11	Focus on mixed use communities	2.31	2.31	5.35
12	Market/brand unique communities in the county	1.75	1.75	3.06
13	Repurpose empty commercial space	2.44	2.44	5.94
14	Incentivize redevelopment of "cash cows"	1.88	2.06	3.87
15	Allow higher density development in revitalization areas	2.12	2.12	4.52
16	Provide more Wi-Fi	2.00	2.06	4.12
17	Implement "health in all policies"	1.81	2.00	3.62
18	Regulatory flexibility for retail	1.94	2.06	4.00
19	Develop industrial Master Plan	1.69	1.81	3.06
20	Zoning ordinance changes for innovative employment	2.19	2.19	4.79
21	BPOL tax exemption for start-ups	1.94	2.12	4.12



PLACES

COMMENTS

1. Create multidisciplinary roundtable to plan for urban environment

1. What more meetings?
2. Coordination between county and local agencies is lacking at times. For example, there has been Reston master plan phase I & phase II growth estimates and providing for schools to support that growth.
3. County Planning needs to coordinate with County services.

2. Dedicate funding for long term maintenance.

1. Doesn't the BOS do this now?
2. This approach worked well for the Tysons Urban Center planning. It also spurred creation of the five year Public Safety Staffing Plan which matches resources to projected service demand. The model is integrative and can provide focus to all types of visioning and development planning.
3. This is a major problem in county facilities. Maintenance is often the first thing deferred to help balance the budget. Deferred maintenance just delays and usually increases the cost of repairs significantly. Maintenance costs are not budgeted for when developing new facilities.
4. Critical for sustainability.
5. Dedicated funding ties the costs to the anticipated benefits, and ensures infrastructure will be built and maintained.

3. Ensure a focus on the environment and sustainability principles.

1. Tree canopy -- mean it! Incentivize developers to incorporate existing tree canopy
2. Has the BOS abdicated?
3. It is one thing to have a segregated fund, but another to use it correctly.
4. This is important and should run through all development/redevelopment activities.
5. Saves money, improves work and living conditions,
6. Not based on objective measures so not achievable

4. Establish Local Opportunity Fund to accelerate planned improvements

1. Need to develop a whole variety of funding strategies that won't inhibit the County's capability to do things as the current debt ceiling does.
2. incomprehensible
3. BOS
4. BOS has established enough funds which total almost \$500 million today.....no need from add 'I 'rainy day fund'

regardless of subject - use existing set-aside funding.

5. Better connect housing with jobs

1. Housing sizes and styles should mirror the distribution of jobs at varying income levels such that there is adequate and affordable housing at every income level.
2. Can't people find their own housing?
3. Important to avoid traffic congestions, but it is going to be challenging in a county that already has high density.
4. Not practical. Younger workers change jobs more often than past generations. Also more businesses change work locations for the employees. Common in hotel, restaurant, retail, military, and other industries.
5. Affordable housing to enable support and service workers to live near the employment and retail centers. Allow older larger homes to provide shared housing, will also allow older people to remain in their homes and younger people to afford to live in Fairfax (not in their parent's basement).

6. Pursue complete street policies

1. Streets must become pedestrian friendly, especially in the urban centers.
2. There are a number of similar strategies, including multi-modal, bike and pedestrian improvements, and health in all policies. Together I think they would have would show up with more "heat".
3. Fairfax remains a mostly suburban community despite the dreams of smart growth radicals
4. This is meaningless
5. Need to work with VDOT to monitor and revise speed limits and lights as necessary when nears schools neighborhoods etc. with increase in traffic and walkers/bikers
6. No! Only applies in Tysons and Reston TOD areas
7. Need connectivity between neighborhoods, parks, and school. Many areas lacking sidewalks.

7. Pursue corridor-wide road improvements

1. this does NOT mean privatized (toll) roads
2. Corridor wide road improvements must be made to lift this county out of the worst area in the USA for traffic congestion. Corporations will move out when traffic becomes totally unbearable.
3. we have a dozen groups doing this
4. Focus should be on several main arteries with the flexibility to work with Towns who may not want to widen their roads. Perhaps there are ideas "out of the box" which would benefit both traffic congestion and small town feel.
5. Yes, but doing it in a way that does not increase the cost of living in this area.

8. Pursue multimodal improvements

1. Are they running away from us?

9. Expand transit opportunities

1. Time for transit users to pay majority of both capital and operating costs. Need to establish priorities for spending based on degree of congestion relief provided and cost benefit analysis of real alternatives
2. incentivize developers to offer shuttle service to metro station
3. Lack of cross county transit is a huge barrier for many people seeking to move up the economic ladder. As more Millennials and retirees seek to rely on cars less, this becomes more important to connect the urban TOD nodes.
4. Expand but not at the continuous expense of tax payers. Need other revenue generating options.
5. NVTa funds are on their way to improving. Need to see how this pans out.

10. Fund bicycle and pedestrian improvements

1. Part of VDOT projects - not FCDOT - projects.
2. bicycle plan fails to prioritize based on demand and usage Need to have bikers responsible for a share of both capital and operating costs
3. More useless expensive transit?
4. useless
5. There is a lot of focus on this, someone needs to thinking about drivers that need to go from one part of Reston or the county to another, not a walkable or bikeable distance for most people, especially the young and the old. Not practical to put too much focus on this. This is not NY or DC.
6. Need to work in collaboration with VDOT.

11. Focus on mixed use communities

1. Residents must be able to walk or bike to amenities as much as possible.
2. Mixed use communities are attractive to you professionals, potentially reduce intermodal commuting, and enhance sense of community when residents can avoid three hours per day of commuting.
3. MXD only appropriate in certain TOD areas. Most residents want their communities to remain stable rather than pandering to. Smart growth planners and their dreams of government. Con
4. Why?
5. useless

12. Market/brand unique communities in the county

1. Focus is too much on Tysons current
2. Places like Tysons, Reston and Merrifield need to be publicized.
3. Focus is too heavily on Tysons; need to market Reston, Springfield, Baileys, etc.

13. Repurpose empty commercial space

1. We need more schools. Could these commercial spaces be rezoned for schools? Or even change to open space or parks
2. Another ideal opportunity for Maker Space and start-up co-working space.
3. Could issue RFPs for these and select the most compelling and likely to succeed.
4. Tax base is critical to providing services to residents of jurisdiction. Therefore, focusing on the depression of commercial and building and supporting in a more rapid manner will help facilitate less volatility on the commercial tax basis.
5. Incentivize through broader use categories in zoning use categories that have pre linked categories or pre potential rezoning categories that so developers could be more confident of approval.
6. Schools, churches
7. Possible opportunity for sector-focused innovation center development supporting early-stage companies where their growth and success would create new jobs. Partner with R&D organizations and research universities. Consider global engagement with this initiative to embrace region-to-region economic development.
8. What are you selling?
9. This should be considered for housing the growing student population. Also a good idea for County agencies versus purpose built.
10. Excellent opportunities to expand workforce housing in areas likely served by bus transit and where employment opportunities may already exist.
11. Create disincentives for developing more commercial office
12. Don't take away libraries

14. Incentivize redevelopment of "cash cows"

1. Incentives through revitalization and zoning density
2. To what? How?

15. Allow higher density development in revitalization areas

1. Focus growth where it already is.
2. We are already very densely populated. Do we want more traffic and congestion?

16. Provide more Wi-Fi

1. This could help students and others who otherwise are on the wrong side of digital divide
2. Highly critical that will energize learning and the economy.
3. With over 17% of FCPS students not having internet - whether no access or data device to use service - it is most important that more Wi-Fi & MI-Fi be installed in park authority facilities and fields for students and their parents to access the internet for school homework and job searching.
4. Could incentivize through commercial base.

17. Implement "health in all policies"

1. Reward those individuals and companies that are being proactive in living a healthier lifestyle. Create programs that are easy to understand and participate in and track.
2. By considering health the focus will consider individuals and not just engineering function

18. Regulatory flexibility for retail

1. Need provisions to address mixed use buildings, not just mixed use developments.
2. Mixed use is the way of the future. Regulations need to be in place to facilitate.

19. Develop industrial Master Plan

20. Zoning ordinance changes for innovative employment

21. BPOL tax exemption for start-ups

1. Enough vacant space that landlords SHOULD provide favorable lease terms and NOT TAXPAYERS!
2. Another option is also to take the affordable housing approach with startups and small business owners. Works with developers to earmark more affordable space for them
3. Drives growth, attracts capital and talent.

EMPLOYMENT

VOTE

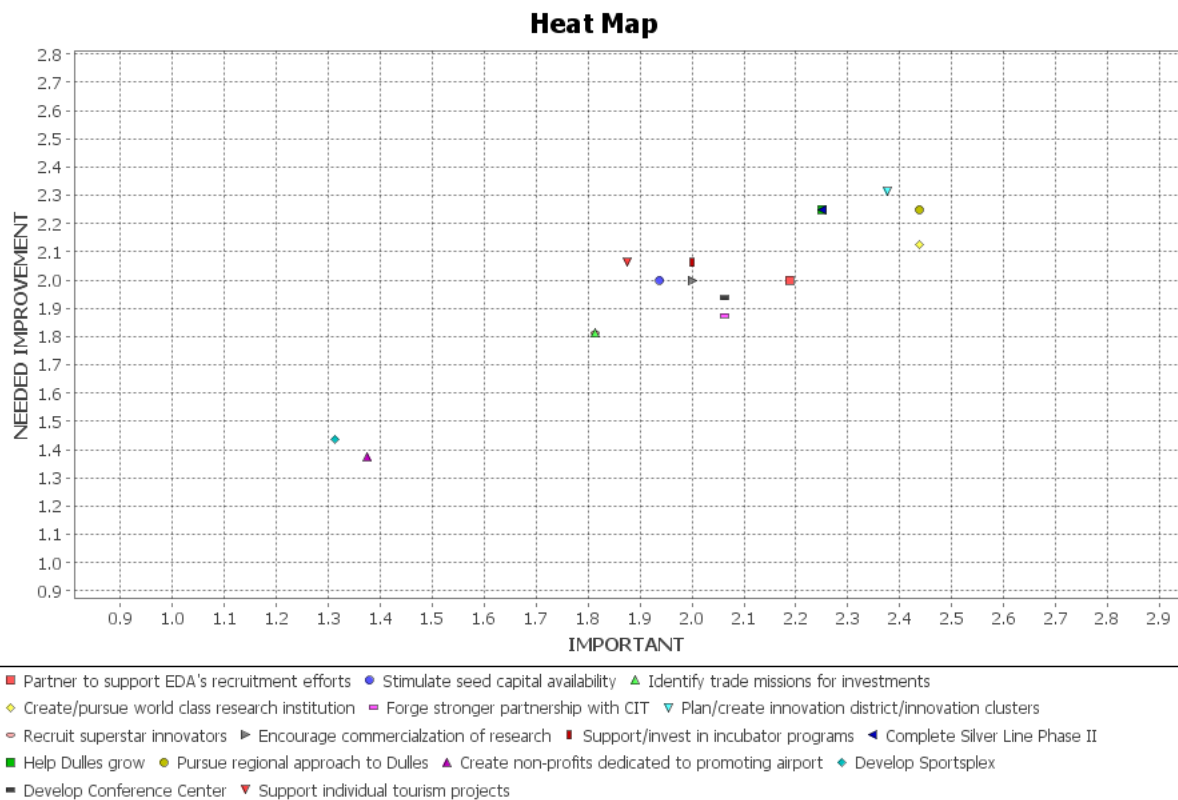
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1	Partner to support EDA's recruitment efforts	2.19	21.0%	.63	2	9	5
2	Stimulate seed capital availability	1.94	22.0%	.66	4	9	3
3	Identify trade missions for investments	1.81	21.0%	.63	5	9	2
4	Create/pursue world class research institution	2.44	26.0%	.79	3	3	10
5	Forge stronger partnership with CIT	2.06	19.0%	.56	2	11	3
6	Plan/create innovation district/innovation clusters	2.38	20.0%	.60	1	8	7
7	Recruit superstar innovators	1.81	24.0%	.73	6	7	3
8	Encourage commercialization of research	2.00	24.0%	.71	4	8	4
9	Support/invest in incubator programs	2.00	24.0%	.71	4	8	4
10	Complete Silver Line Phase II	2.25	25.0%	.75	3	6	7
11	Help Dulles grow	2.25	25.0%	.75	3	6	7
12	Pursue regional approach to Dulles	2.44	23.0%	.70	2	5	9
13	Create non-profits dedicated to promoting airport	1.38	24.0%	.48	10	6	0
14	Develop Sportsplex	1.31	19.0%	.58	12	3	1
15	Develop Conference Center	2.06	25.0%	.75	4	7	5
16	Support individual tourism projects	1.88	20.0%	.60	4	10	2

	NEEDED IMPROVEMENT	Avg.Score	+/-	Std Dev	Low	Medium	High
1	Partner to support EDA's recruitment efforts	2.00	17.0%	.50	2	12	2
2	Stimulate seed capital availability	2.00	20.0%	.61	3	10	3
3	Identify trade missions for investments	1.81	18.0%	.53	4	11	1
4	Create/pursue world class research institution	2.12	23.0%	.70	3	8	5
5	Forge stronger partnership with CIT	1.88	16.0%	.48	3	12	1
6	Plan/create innovation district/innovation clusters	2.31	23.0%	.68	2	7	7
7	Recruit superstar innovators	1.81	21.0%	.63	5	9	2
8	Encourage commercialization of research	2.00	17.0%	.50	2	12	2
9	Support/invest in incubator programs	2.06	19.0%	.56	2	11	3
10	Complete Silver Line Phase II	2.25	25.0%	.75	3	6	7
11	Help Dulles grow	2.25	25.0%	.75	3	6	7
12	Pursue regional approach to Dulles	2.25	25.0%	.75	3	6	7

13	Create non-profits dedicated to promoting airport	1.38	24.0%	.48	10	6	0
14	Develop Sportsplex	1.44	20.0%	.61	10	5	1
15	Develop Conference Center	1.94	22.0%	.66	4	9	3
16	Support individual tourism projects	2.06	25.0%	.75	4	7	5

Heat Map		IMPORTANT	NEEDED IMPROVEMENT	Product
1	Partner to support EDA's recruitment efforts	2.19	2.00	4.38
2	Stimulate seed capital availability	1.94	2.00	3.88
3	Identify trade missions for investments	1.81	1.81	3.29
4	Create/pursue world class research institution	2.44	2.12	5.18
5	Forge stronger partnership with CIT	2.06	1.88	3.87
6	Plan/create innovation district/innovation clusters	2.38	2.31	5.49
7	Recruit superstar innovators	1.81	1.81	3.29
8	Encourage commercialization of research	2.00	2.00	4.00
9	Support/invest in incubator programs	2.00	2.06	4.12
10	Complete Silver Line Phase II	2.25	2.25	5.06
11	Help Dulles grow	2.25	2.25	5.06
12	Pursue regional approach to Dulles	2.44	2.25	5.48
13	Create non-profits dedicated to promoting airport	1.38	1.38	1.89
14	Develop Sportsplex	1.31	1.44	1.89
15	Develop Conference Center	2.06	1.94	4.00
16	Support individual tourism projects	1.88	2.06	3.87



EMPLOYMENT COMMENTS

1. Partner to support EDA's recruitment efforts

1. Marriage?
2. I believe that prioritizing economic sectors is key to attracting the types of jobs the County desires to bring before the qualified workforce and university research partners.

2. Stimulate seed capital availability

1. Capital comes when profitable.
2. Need this to bring in entrepreneurs, new capital and fresh growth that diversifies from reliance on federal govt.
3. Yes. Become silicon Valley of the East
4. yes

3. Identify trade missions for investments

1. EDA already using millions of taxpayers' dollars to do this - NO NEED for duplication.
2. More junkets
3. This approach has work for the state of Texas. Perhaps we really can become Texas North.

4. Create/pursue world class research institution

1. Build a stronger partnership with GMU in this. There is a lot of untapped potential in this relationship.
2. Don't we have many? Now.
3. GMU deserves the support to grow into a deep research institution. The student population is culturally diverse, a good match to employers with international markets.
4. Global economy - broaden partnerships with more research-focused universities.

5. Forge stronger partnership with CIT

1. EDA and CIT and Mason CRA should identify what businesses we should ne incubating and encouraging to grow here or attract
2. Need to know benefits and goals clearly first

6. Plan/create innovation district/innovation clusters

1. Can be done by "for profit" companies w/out having to use non-existent tax dollars.
2. What is weak now?
3. Don't we have enough?
4. Ports with the theme of bringing in entrepreneurial growth, clusters allow cross pollination and build an ecosystem.

7. Recruit superstar innovators

1. What do you pay them?
2. Help lead innovation, attract capital and talent.
3. Investing in good community, schools, park, quality of live infrastructure will draw.
4. Business should recruit innovators to help them create new products/ services

8. Encourage commercialization of research

1. If portion of the money made is given back to school and education in general
2. if it makes money it will be done

9. Support/invest in incubator programs

1. Funds and supports entrepreneurs, ideas.
2. Why
3. Identify what should be incubating that will support current business base and high revenue business/industry.
4. Move to full lifecycle innovation focus to stimulate job creation. A different model than incubators offer.
5. Consider accelerators and maker spaces as well.

10. Complete Silver Line Phase II

1. Critical for global engagement.
2. The sooner the better!
3. The federal government along with landowners that border the silver line should pay for Phase II and not the toll road users.
4. Would significantly help nova.
5. Need to finish it, can't leave it half di
6. Not at expense of toll road fees
7. Riders over 40 percent federal workers. Time for them to pay the true costs and stop subsidies to those with more money than most earn in private sector. WMATA needs to establish replacement capital cost fund of \$1 per ride
8. Should have been finished years ago.
9. Current Metro is not time or cost efficient. Need to revise pricing to be more affordable for families etc. a family of three from Reston to GWU was \$40!!

11. Help Dulles grow

1. Metrics show a concerning decline in areas such as total passengers, flights, revenues, profit, etc. a big, big problem that must be addressed.
2. We need our airport. I hear flights are down. Need to bring back reasonably priced airlines Big loss on Jet Blue
3. This would be wise. The metro access is key to connecting folks throughout the region.
4. How?
5. I live in Loudoun County and doubt they will collaborate much with Fairfax regarding IAD development initiatives.
6. Flying is becoming too expensive for most people and companies are even pulling back. Need to work with airlines to make it more affordable and stop the nickel and diming. Dulles is also antiquated and proved they could not even get the train right. The train to nowhere and then walk half a mile to the gates. Lost credibility to manage projects

12. Pursue regional approach to Dulles

1. Remove or reduce voting role of MD and DC in MWAA Board. Presen
2. Dulles is half in fxco. Why is the county not represented on the committee?
3. Thought this was already being done when tax funding requests were made years ago!
4. The area around Dulles in Loudoun and Fairfax and Herndon could easily become a major area surpassing many other current areas if the three localities and the airport authority could get on the same page. Or at least not in each other's way. Using Reston town center and toll road as an anchor for the County.
5. A regional approach to Dulles is sensible but the jurisdictions are territorial and competitive.

13. Create non-profits dedicated to promoting airport

1. Do we need a nonprofit to promote a commercial enterprise?
2. To do what?

14. Develop Sportsplex

1. No way. We have no land and this should be a private venture
2. There are numerous sportsplexes in Fairfax and nearby in Loudoun. Conduct analysis to determine where they are, current usage, etc. potential opp to convert empty commercial spaces and cash cows....
3. Let DC and Arlington County pay 100 percent of capital and operating costs
4. Stay away from this. No real advantage.
5. There are successful public private partnerships for development and management of sportsplexs. Virginia Beach turned theirs from cash drain to a cash cow.
6. Existing sports fields are at capacity with residential use. While a sportsflex would be a boon to hotels and tourism, where would we put it?
7. Cost?

15. Develop Conference Center

1. Conference centers are big losers across the country...should learn from others and not go there.
2. This needs to be public/private collaboration. If done right, this could be a big win for the County.
3. Those that will benefit, hotels and restaurants should invest in this, or partner to share costs, revenues.
4. There are plenty of conference opps already in the county. Gov't center colleges hotels etc. put money into schools
5. we have lots
6. Don't hotels already do this?

16. Support individual tourism projects

1. Interesting. We need some industry to replace the feds
2. Lots of potential to improve in this area; coordinated approach that includes museums, arts venues, special events like the World Police and Fire Games.
3. more than enough tourists here w/out spending more scarce funds to get more that'd come to Fairfax anyway. Use the same dollars to ATTRACT JOBS instead.
4. Leave that to private sector except where clearly defined public benefit such as Wolf Trap exists
5. done now

17. Other

1. Connect employment to vocational training...OTJ approach; particularly in health care fields and other growth sectors. Apprenticeship programs.
2. Lower taxes

GOVERNANCE

VOTE

Vote Number: 16 Abstained Votes: 0

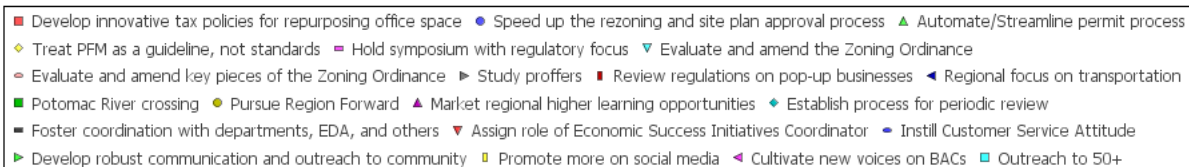
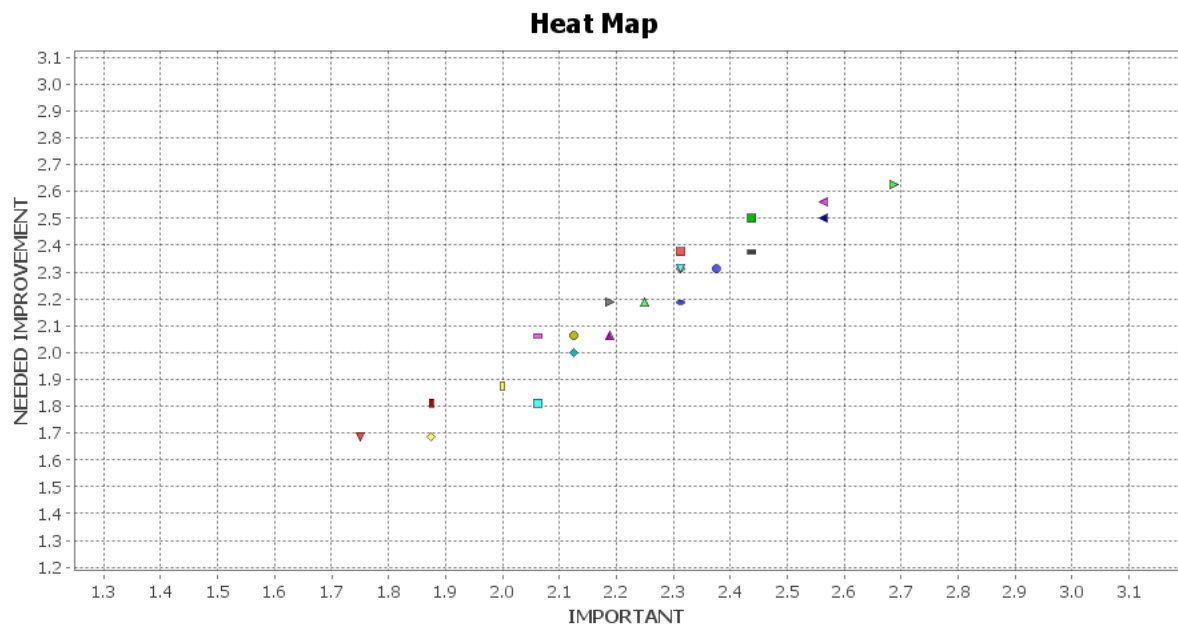
	IMPORTANT	Avg.Score	+/-	Std Dev	Low	Medium	High
1	Develop innovative tax policies for repurposing office space	2.31	23.0%	.68	2	7	7
2	Speed up the rezoning and site plan approval process	2.38	20.0%	.60	1	8	7
3	Automate/Streamline permit process	2.25	19.0%	.56	1	10	5
4	Treat PFM as a guideline, not standards	1.88	20.0%	.60	4	10	2
5	Hold symposium with regulatory focus	2.06	19.0%	.56	2	11	3
6	Evaluate and amend the Zoning Ordinance	2.31	23.0%	.68	2	7	7
7	Evaluate and amend key pieces of the Zoning Ordinance	2.31	23.0%	.68	2	7	7
8	Study proffers	2.19	24.0%	.73	3	7	6
9	Review regulations on pop-up businesses	1.88	23.0%	.70	5	8	3
10	Regional focus on transportation	2.56	20.0%	.61	1	5	10
11	Potomac River crossing	2.44	26.0%	.79	3	3	10
12	Pursue Region Forward	2.12	20.0%	.60	2	10	4
13	Market regional higher learning opportunities	2.19	24.0%	.73	3	7	6
14	Establish process for periodic review	2.12	20.0%	.60	2	10	4
15	Foster coordination with departments, EDA, and others	2.44	20.0%	.61	1	7	8
16	Assign role of Economic Success Initiatives Coordinator	1.75	19.0%	.56	5	10	1
17	Instill Customer Service Attitude	2.31	19.0%	.58	1	9	6
18	Develop robust communication and outreach to community	2.69	15.0%	.46	0	5	11
19	Promote more on social media	2.00	17.0%	.50	2	12	2
20	Cultivate new voices on BACs	2.56	20.0%	.61	1	5	10
21	Outreach to 50+	2.06	19.0%	.56	2	11	3

	NEEDED IMPROVEMENT	Avg.Score	+/-	Std Dev	Low	Medium	High
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2	Speed up the rezoning and site plan approval process	2.31	19.0%	.58	1	9	6
3	Automate/Streamline permit process	2.19	18.0%	.53	1	11	4
4	Treat PFM as a guideline, not standards	1.69	19.0%	.58	6	9	1
5	Hold symposium with regulatory focus	2.06	22.0%	.66	3	9	4

6	Evaluate and amend the Zoning Ordinance	2.31	26.0%	.77	3	5	8
7	Evaluate and amend key pieces of the Zoning Ordinance	2.31	23.0%	.68	2	7	7
8	Study proffers	2.19	21.0%	.63	2	9	5
9	Review regulations on pop-up businesses	1.81	21.0%	.63	5	9	2
10	Regional focus on transportation	2.50	20.0%	.61	1	6	9
11	Potomac River crossing	2.50	24.0%	.71	2	4	10
12	Pursue Region Forward	2.06	22.0%	.66	3	9	4
13	Market regional higher learning opportunities	2.06	25.0%	.75	4	7	5
14	Establish process for periodic review	2.00	17.0%	.50	2	12	2
15	Foster coordination with departments, EDA, and others	2.38	23.0%	.70	2	6	8
16	Assign role of Economic Success Initiatives Coordinator	1.69	23.0%	.46	5	11	0
17	Instill Customer Service Attitude	2.19	21.0%	.63	2	9	5
18	Develop robust communication and outreach to community	2.62	16.0%	.48	0	6	10
19	Promote more on social media	1.88	20.0%	.60	4	10	2
20	Cultivate new voices on BACs	2.56	20.0%	.61	1	5	10
21	Outreach to 50+	1.81	21.0%	.63	5	9	2

Heat Map		IMPORTANT	NEEDED IMPROVEMENT	Product
1	Develop innovative tax policies for repurposing office space	2.31	2.38	5.49
2	Speed up the rezoning and site plan approval process	2.38	2.31	5.49
3	Automate/Streamline permit process	2.25	2.19	4.92
4	Treat PFM as a guideline, not standards	1.88	1.69	3.16
5	Hold symposium with regulatory focus	2.06	2.06	4.25
6	Evaluate and amend the Zoning Ordinance	2.31	2.31	5.35
7	Evaluate and amend key pieces of the Zoning Ordinance	2.31	2.31	5.35
8	Study proffers	2.19	2.19	4.79
9	Review regulations on pop-up businesses	1.88	1.81	3.40
10	Regional focus on transportation	2.56	2.50	6.41
11	Potomac River crossing	2.44	2.50	6.09
12	Pursue Region Forward	2.12	2.06	4.38
13	Market regional higher learning opportunities	2.19	2.06	4.51
14	Establish process for periodic review	2.12	2.00	4.25
15	Foster coordination with departments, EDA, and others	2.44	2.38	5.79
16	Assign role of Economic Success Initiatives Coordinator	1.75	1.69	2.95
17	Instill Customer Service Attitude	2.31	2.19	5.06
18	Develop robust communication and outreach to	2.69	2.62	7.05

	community			
19	Promote more on social media	2.00	1.88	3.75
20	Cultivate new voices on BACs	2.56	2.56	6.57
21	Outreach to 50+	2.06	1.81	3.74



GOVERNANCE

COMMENTS

1. Hold symposium with regulatory focus

1. More regs?

2. Pursue Region Forward

1. No County needs to focus first and foremost on improving its own competitive position in region. Stop pandering to DC and Arlington

2. Is the region studied now? Not by the BOS.

3. With sequestration and high commercial vacancy rates, FF County must move from a silo-based economic development posture to a more collaborative engagement. Globally, other countries and regions are successfully doing so.

3. Evaluate and amend the Zoning Ordinance

1. Needs to reflect current and future county development goals and to accommodate evolving business models.
2. How

4. Foster coordination with departments, EDA, and others

1. to get greater benefit of existing tax dollars, this should already be the standard in Gov't Center w/ all the LOB's today,

2. And chambers of commerce.

3. critical to engage all of Team Fairfax as no one agency can do it all. Need broad based government and public partnerships.

4. It's not unusual for one agencies expectations of another agencies responsibilities is mistake and results in delay and frustration by the community

5. Study proffers

1. Yes! Right now different groups pitch developers to support the proffer that benefits them. Some are bombarded and others don't really know about benefits or options for proffers.

2. Proffers are needed from builders to help relieve costs to the Fairfax County Government.

3. The equation used for proffer money needs to be revised to meet with the changing times and needs within the communities. A percentage of proffer money needs to remain in city, market, town where the development is taking place.

4. If developers are building, that means the county is growing. So they can support proffers for rebuilding as opposed raising taxes or cost for citizens.

5. Proffers are desperately needed for schools and parks. Make the developers be contributing members to the community. ...and roads of course

6. Proffers are important as developers must contribute to infrastructure and improvements beyond their sq. footage.

7. County needs to publish an annual list of \$ amount of proffers for each zip code and supervisor district and uses for all funds disbursed. Who establishes priorities for use of proffer funds?

8. Another grad student or faculty research project.

6. Assign role of Economic Success Initiatives Coordinator

1. Some type of coordination will be very helpful; maybe a steering committee.

7. Establish process for periodic review

1. reviews go on all the time

2. This is really critical, especially re: growing the capacity of key government service providers (especially Public Safety agencies) to meet demands driven. By

3. We should look outward to what others are doing whenever we start something new. Great opportunity for university research project, create a menu of research like this for grad and undergrad class and faculty projects. This would also create connections to attract bright minds into county government.

4. Reviews at regular intervals not constant review.

8. Treat PFM as a guideline, not standards

9. Develop innovative tax policies for repurposing office space

1. Needs to only happen when clear long term net tax benefits exist

2. Productive use and encourages new investment.

3. This method to encourage startups is a potential winner as the successfully incubated businesses innovate and add staff.

4. What amounts?

5. Create a category for mixed use/changing use buildings

6. This may be helpful but may cause tracking nightmare.

7. Explore helping small businesses with same approach as affordable housing...

10. Market regional higher learning opportunities

1. Are the schools under enrolled or are you looking for higher quality candidates?

2. Most schools in this area receive more applicants than they can accept. Don't think this add alot

3. This objective would enhance research outcomes and work to attract innovative business.

11. Regional focus on transportation

1. Coordinated approach needed to alleviate congestion.

2. To many committees now

3. Regional focus on transportation should be a high priority for all neighboring jurisdictions.

4. NVTa is partner here.

5. Yes a must or each localities dreams could derail or obstruct another locality

6. Already exists thru MWCOG and NVTa. Ned to focus on major congestion relief priorities instead of piddling little projects such as bike trails on both sides of roads

12. Automate/Streamline permit process

1. Helpful

2. create pre approval packages by most common and normally approved applications to allow the application to jump the queue

13. Potomac River crossing

1. Northwest branch is a growing chokepoint.

2. Absolutely needed to alleviate congestion. Will actually spur further growth.

3. We need another bridge over the Potomac River

4. This just leads to more concrete, more cars and trucks, drains funds from public transit investments. Negative environmental consequences and dismal for land use. Loudoun residents have resisted this boondoggle and nobody in Great Falls or Potomac wants it in their back yard.

5. Essential...and has been kicked down the road for too many decades already.

14. Develop robust communication and outreach to community

1. Two way communication - that invites dialogue and new ideas.

2. Anything to provide greater transparency is needed immediately!

3. Like maybe answer questions?

4. Critical to stay abreast of current environment...

5. Define robust ...

15. Review regulations on pop-up businesses

1. Popups should not be encouraged. Permanent longer term solutions should be the goal.
2. This ties with streamlining permit other land use processes.
3. Let an empty space be used for a season.

16. Instill Customer Service Attitude

1. Why isn't this already standard operating procedure?
2. Not sure how it is at EDA, but the P&Z staff are super!
3. Yes, for both internal and external customers.
4. County employees have been doing more with less for at least 8 years. At some point customer service requires sufficient staff to handle the burden of improving customer service orientation.
5. Often when county employees offer ideas, suggestions, they are shut down or sidelined

17. Evaluate and amend key pieces of the Zoning Ordinance

1. Which?
2. To move ahead in growth, redevelopment, multimodal, 50plus the ordinance must be constantly reviewed to achieve County intentions and not be held back do to past paradigms or un envisioned changes

18. Promote more on social media

1. Yes. Rapid cost effective communication and marketing. One of the best ways to reach younger residents. Need to invest in rapid changes in the social media landscape.
2. Need a more targeted macro approach to meet the diverse demos in Fairfax. One size does not fit all. People consume media and get there info in many different ways. Need to get a better handle who the various audiences are and explore how to integrate into their lifestyle or life stage
3. Which age bracket are you looking to entice? Which social media? So many needs to focus on a few not all.

19. Cultivate new voices on BACs

1. Need term limits. Less special interests and stricter code of ethics and accountability
2. Younger participants don't understand the lack of ability to participate electronically or remotely.
3. Groups not representative of community as a whole. No young voices.
4. Need term limited with a required break before returning. Will give more opportunity for diversity in board makeup. More voices heard.
5. Necessary to fully embrace cultural diversity.
6. This would enhance the value of the BAC voice.
7. Use new approaches like online, asynchronous feedback and engagement. Not all meetings in the Gov't Center

20. Speed up the rezoning and site plan approval process

1. I like the free peer review idea. Let ideas get floated. We'll have more creative plans
2. Other competitor jurisdictions have done this with great success. A critical objective!
3. Review not just coordination but the processes of each regulatory agency, their staffing and staff skill sets.
4. If implemented would have saved FCPS and the county taxpayers MILLIONS of dollars this year alone - not to mention the next 20 - 30 years of a school bond.
5. Aren't they studied now?

21. Outreach to 50+

1. Is it practical to recruit to this demographic in such a high cost of living area? Are you trying to draw retirees here or keep residents after they retire?
2. For what specifically? In some ways this segment is overly involved and has substantial decision-making options. From 50 up is probably at least three different age cohorts with very different attributes.
3. Are you trying to communicate with them to assist with housing, health services, work, what?

22. Other

1. There needs to be more emphasis on finding ways to let government service capacity keep up with growth driven demands. Public Safety needs are not being addressed at all in this plan, which is a key omission.
2. Take into account that just as Ffx Co budget is tight, so is the majority of citizens'